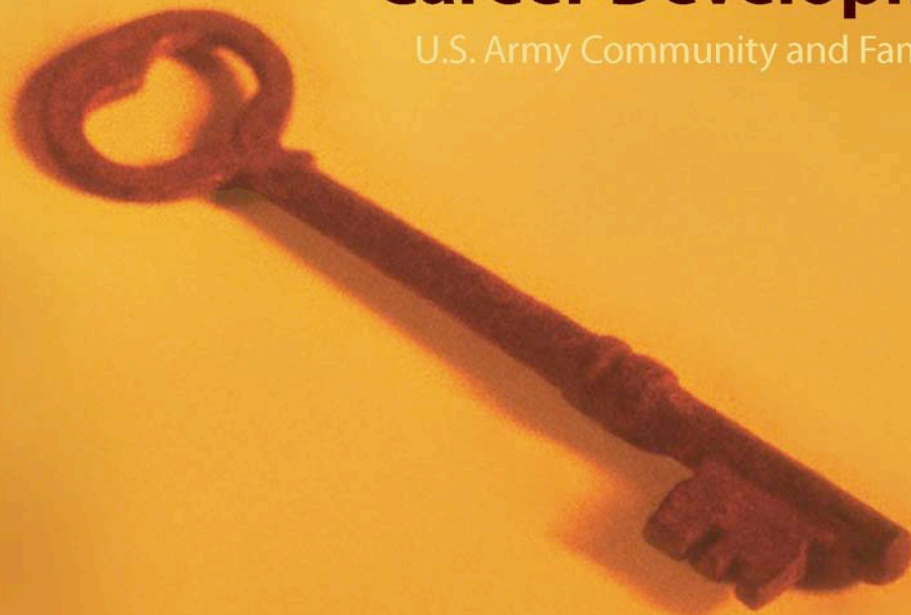




Career Development Guide

U.S. Army Community and Family Support Center



As of April 29, 2005

CFSC Career Development Guide

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U.S. ARMY COMMUNITY AND FAMILY SUPPORT CENTER CAREER DEVELOPMENT GUIDE

1. Purpose. This guide outlines a plan of action for developing employees and leaders in the U.S. Army Community and Family Support Center (CFSC).

2. Applicability. This guidance applies to nonappropriated fund (NAF) and appropriated fund (APF) personnel in Headquarters CFSC, the Armed Forces Recreation Centers, and the Army Recreation Machine Program.

3. Introduction. More than ever before, the Army of the 21st Century will rely on top quality civilians in professional, technical, and leadership positions to provide first-choice morale, welfare, and recreation (MWR) services. The development of competent leaders is one of the Army's fundamental imperatives, with the driving principle that leaders must be appropriately prepared for increasingly responsible positions.

The Army's Civilian Leader Development Action Program outlines a plan for the progressive and sequential development of civilian leaders who, through training, assignments, and self-development, should possess the proficiency and confidence to accomplish their soldier support missions. A strong institutional training foundation has been established in the MWR career field (Career Field 51). It rests on courses developed and delivered by the MWR Academy and is complemented by Army-wide training, such as Civilian Leader Development Core Courses (outlined in subsequent paragraphs).

4. General Guidance.

a. The Army Civilian Training, Education, and Development System (ACTEDS) Plan for Career Field 51, (MWR) documents a structured, progressive, and sequential approach to employee development within Career Field 51. The MWR ACTEDS Plan is a career-progression "road map" that blends training, operational assignments, and self-development to systematically enhance individual employee performance and potential. The Career Field 51 ACTEDS Plan, in combination with other information contained in this guide, should be used to prepare CFSC employees systematically for positions of increased responsibility. A more detailed description of the Career Field 51 ACTEDS Plan is in Appendix A. The ACTEDS Plan is a "living document" and is subject to change. To view the most current version of the ACTEDS Plan, go to the online link at <http://www.cpol.army.mil> (click on References and Tools: Training and Leadership Development → ACTEDS Career Plans). Also available at this link is Army's Trail Guide for Army's Future Civilian Leaders. The Trail Guide was developed for appropriated fund employees but should also be generally useful with respect to the development of NAF employees.

b. MWR Career Development Training The MWR Master Training Concept, in conjunction with the Army Civilian Training, Education and Development System (ACTEDS) for Career Field 51 (MWR) forms the basis of the MWR Academy's curriculum. Together, these guidelines provide a structured, progressive, and sequential approach to MWR employee development and training for entry-level through executive-management positions.

The MWR Academy is a full-fledged brick and mortar institution of professional learning and career development. Over 50 courses and training programs are provided both at the Academy and via web-based training. Many of the courses are recommended for award of college credit; most courses qualify for Continuing Education Units (CEUs).

c. The Army Civilian Leadership Training Common Core consists of progressive and sequential training from the entry level to the highest leadership levels. These courses are APF-oriented but contain management and leadership training that will certainly benefit NAF employees. The courses are highly desirable for CFSC employees in the grade levels specified. Candidates who have completed the specified courses will have a competitive edge for career progression

opportunities. A description of each of the Army Civilian Leadership Training Common Core courses is in Appendix B.

d. The Army ACTEDS Training Catalog is published each fiscal year and is available at the civilian personnel online web site <http://www.cpol.army.mil> (click on References & Tools: Training & Leadership Development → ACTEDS Training Catalog). The Training Catalog reiterates and further describes both the Army's Civilian Leadership Training Core Curriculum and the courses associated with it; describes each Senior Service College Program; provides details of Army Career Program Functional Chief Representatives' Competitive Professional Development Programs; and describes other government and non-government courses. The catalog provides a calendar of professional and long-term training opportunities each fiscal year and a number of Online forms for course registrations.

e. Appendix C is a generic sample of the types of courses that CFSC employees should complete to progress in their careers. This sample does not include many technical courses applicable to specific occupations — those specifics are generally available in the MWR Career Field 51 ACTEDS Plan.

f. Appendix D is a listing of web sites that should be useful to all employees in exploring general information about training and sources of training opportunities.

APPENDIX A

ARMY CIVILIAN TRAINING, EDUCATION, AND DEVELOPMENT SYSTEM (ACTEDS) PLAN FOR CAREER FIELD 51, MWR

- 1.** The MWR Career Field 51 ACTEDS Plan is intended for the General Schedule, Wage Grade, and nonappropriated fund employees who work within the MWR career field. The proponent of the MWR ACTEDS Plan is the CFSC Human Resources Directorate.
- 2.** Section I of the MWR ACTEDS Plan outlines the purpose, objectives, scope, and applicability of the Plan. It includes a listing of the specific job series and specialties, as well as a partial listing of MWR position titles covered by the ACTEDS Plan. The MWR workforce is unique in that it is managed by three distinct personnel systems: military, appropriated fund, and nonappropriated fund. As a result, there is no rigidly structured system by which an employee progresses from entry level, through specialist levels, to management levels. Section I provides generic information; outlines the structure of the MWR ACTEDS Plan; provides training category definitions; outlines civilian leader development core courses (some of which are described in Appendix B of this guide); discusses personal career planning and individual development plans; and defines “key positions” within MWR Career Field 51.
- 3.** Section II of the MWR ACTEDS Plan outlines core knowledge, supervisory knowledge, and abilities for all MWR functional areas, and it describes the Master Training Program for Career Field 51.
- 4.** Section III of the MWR ACTEDS Plan outlines the MWR knowledge, supervisory knowledge, skills, abilities, and training plans required for progression in each of the six MWR functional areas. The six functional areas covered by the Plan are Community Operations, Community Recreation, Family Support, Financial Management, Lodging Operations, and Services. Section III provides detailed information on specific knowledge and abilities needed and provides the training courses and sources that can help the employee achieve the required knowledge and abilities.
- 5.** Section IV of the MWR ACTEDS Plan provides descriptions of many courses pertinent to the MWR career field.

APPENDIX B

ARMY CIVILIAN LEADERSHIP TRAINING COMMON CORE CURRICULUM

Intern Leadership Development Course (ILDC). This is a five-day course that is taught at regional sites by the Civilian Leadership Training Division of the Center for Army Leadership. Attendance is limited to APF interns and NAF management trainees.

Action Officer Development Course (AODC). This is available through the Army Correspondence Course Program Online (<http://www.atssc.army.mil> - move pointer to "Products/Tools: Training Support Products in top menu, then scroll down to Correspondence Courses, then register, etc.). This course requires both student and supervisor participation. NAF Management Trainees and APF interns (prior to graduation) must complete this course, and all CFSC individuals promoted/appointed to NF-4 level positions should complete this course within six months after appointment or promotion to such a position. Directors, General Managers, and Office Chiefs are responsible for assuring that employees newly appointed or promoted to NF-4 level positions enroll within 30 days of appointment or promotion.

Supervisor Development Course (SDC). This is available through the Army Correspondence Course Program Online (<http://www.atssc.army.mil> -see above AODC guidance). This is the first phase of supervisory training, and it should be completed by all newly appointed CFSC NAF and APF supervisors within six months of appointment or assignment to their first supervisory position. Supervisors must complete this correspondence course before enrolling in the second phase of training. The Supervisory Development Course is also recommended training for all team leaders.

Leadership Education and Development (LEAD) Course. This is the second phase of required training for new supervisors. Certified graduates of a Train-The-Trainer course conducted by the Civilian Leadership Training Division of the Center for Army Leadership (<http://www.cgsc.army.mil/cal/cltd/>) usually teach LEAD at or near the individual's employing activity. LEAD courses are normally sponsored by Civilian Personnel Advisory Centers (CPACs) on a continuing basis.

Manager Development Course (MDC). This is also available through the Army Correspondence Course Program Online (<http://www.atssc.army.mil> - see above AODC guidance). All newly appointed managers at any grade should complete the MDC within six months of appointment to a managerial position. For purposes of this training requirement, the term "manager" means supervisors of supervisors and managers of programs, resources, and/or policy.

Sustaining Base Leadership and Management (SBLM) Program. Army Management Staff College (AMSC). This course is highly desirable training for NF-4/GS-12 and above employees. SBLM is a 12-week resident course (or may be completed through the non-resident program which extends over a one-year period). Quotas are filled by HQDA Selection Boards through an Army-wide competitive process. The college is located at Ft. Belvoir, VA, and the curriculum is designed to prepare individuals with high potential for advancement to leadership positions in the Army's sustaining base. The AMSC is the sustaining base equivalent to the Command and General Staff College. Additional information is available on AMSC's web site at <http://www.amsc.belvoir.army.mil/> (click on Public Homepage, then Programs).

Organizational Leadership for Executives (OLE). This is a two-week, resident experiential learning course presented by the Civilian Leadership Training Division of the Center for Army Leadership in Kansas City, MO (http://www.cgsc.army.mil/cal/cltd/cltd_schedules). It is sometimes presented regionally. This course is highly desirable training for NF-4/GS-12 and

above employees. This course constitutes the second phase of new manager training and should be preceded by completion of the Manager Development Course.

Personnel Management for Executives I (PME I). This is a two week resident nontraditional course of instruction presented at two regional sites (Ft. Belvoir, VA, and the Kansas City, MO, area). This course is open to all managers/supervisors at grade NF-5/GS-13 and above and is designed to help participants find better ways of dealing with management problems for which there are no stereotypical solutions. Applicants should be graduates of the Organizational Leadership for Executives (OLE) course. Visit the AMSC web site at <http://www.amsc.belvoir.army.mil/> (click on Public Homepage, then Programs) for more information.

Personnel Management for Executives II (PME II). This is a five-day resident course presented at Ft. Belvoir, VA, and in the Kansas City, MO, area. It explores the various dimensions of leadership and human resource management that are primary concerns of Army and DOD executives. This course is highly desirable training for NF-5/GS-13 and above employees. Attendance at PME I is a prerequisite. Visit the AMSC web site at <http://www.amsc.belvoir.army.mil/> (click on Public Homepage, then Programs) for more information.

APPENDIX C

FORMAL TRAINING RECOMMENDED FOR PROGRESSION IN CFSC

Page

NF-2 to NF-3, or GS-5 through GS-8

- Computer courses (MS Word, Power Point, MS Excel, MS Access, Netscape or other Internet courses) or equivalent experience
- 9 MWR Orientation Course
- 10 Operational Excellence (OPEX): Customer Service
- Effective telephone techniques
- Time management

NF-3 to NF-4, or GS-8/9 through GS-12

- Above courses or equivalent experience
- Technical courses or equivalent experience in the occupational series to which promotion is desired
- 11 Action Officer Development Course (AODC)
- 12 MWR Basic Management Course

NF-4 to NF-5, or GS-9/12 to GS-13/15

- 12 MWR Basic Management Course
- 13 Supervisor Development Course (SDC)
- 14 Leadership Education and Development (LEAD)
- 15 Manager Development Course (MDC)
- 16 Organizational Leadership for Executives (OLE)
- 18 Sustaining Base Leadership and Management Program (SBLM)

NF-5 pay band progression, or GS-13 to GS-15

- 12 MWR Basic Management Course
- 16 Organizational Leadership for Executives (OLE)
- 18 Sustaining Base Leadership and Management Program (SBLM)
- 21 Personnel Management for Executives I (PME I)
- 22 Personnel Management for Executives II (PME II)

MWR Orientation Course

Length/Location of Program: Self-paced web-based training, approximately 5 hours in duration available at www.mwraonline.com.

Eligibility Requirements: No prerequisites. Open to all MWR civilian and military employees. Recommended completion of the course within the first 30 days of employment.

Other Requirements: Registration in the MWR Academy Learning Management System is required to enroll.

Purpose/Course Description: If you are new to the U.S. Army and to MWR, this course is essential in helping you understand your work environment. If you have been working in this environment for some time already, you may access this course to update your knowledge in MWR. The four modules offered in the Orientation course provide a very good overview of both the U.S. Army and the nonappropriated Funds Instrumentality (NAFI) known as "Morale, Welfare and Recreation (MWR)". The four modules are "Welcome to the Army," "Welcome to MWR," "More About MWR Programs," and "Human Resources."

Application Process: Enrollment is accomplished via www.mwraonline.com.

Selection and Notification: No selection process for this course.

Funding: No cost

Operational Excellence (OPEX): Customer Service

Length/Location of Program: Self-paced web-based training, approximately 6 hours in duration available at www.mwraonline.com.

Eligibility Requirements: No prerequisites. Open to all MWR civilian and military employees. Recommended completion of the course within the first 3 months of employment.

Other Requirements: Registration in the MWR Academy Learning Management System is required to enroll. Supervisory approval is required.

Purpose/Course Description: This course focuses on developing customer service skills by teaching techniques to meet customer expectations through a positive image, teamwork, customer care, professional performance and problem solving. Upon completion, participants will generate a level of performance and commitment that develops a service excellence culture through pride and professionalism.

Application Process: Will be available Online later in FY05. When available, enrollment is accomplished via www.mwraonline.com.

Selection and Notification: No selection process for this course.

Funding: No cost

Action Officer Development Course (AODC)

Army Correspondence Course Number: 131 F41 (ST7000)

Length/Location of Program: 24 correspondence course hours. Can be done as a traditional correspondence course or Online at the Army Institute for Professional Development (AIPD) web site (below).

Eligibility Requirements: No prerequisites. All individuals promoted/appointed to journey-level positions should enroll within 30 days of appointment/promotion to the positions and successfully complete the course within six months of enrollment. Available to all civilian and military action officers who want to develop or enhance their current skills.

Other Requirements: The student's supervisor must enter into an agreement with the student to provide opportunities for the student to demonstrate proficiency in the 10 staff areas (listed in the course description below). The supervisor must submit certification to AIPD that the student is proficient in the staff areas before credit is given for course completion.

Purpose/Course Description: Prepares students for staff work with training that is similar to what is offered to military officers at the Combined Arms and Services Staff School, Center for Army Leadership. An action officer is a staff member with subject matter expertise who "works actions" on behalf of senior staff officers. The term "action officer" does not refer to a duty position. This course describes "staff work" as it is generally practiced Army-wide. The AODC covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics.

Application Process: Applications must be completed by electronic enrollment from the AIPD web site at https://www.aimsrdl.atssc.army.mil/secured/accp_top.htm (you must register to access the Army Correspondence course program). The course is available in both paper and interactive online version.

Selection and Notification: There is no selection process. A student can begin the online course from the web site or will receive correspondence course material from AIPD within 3-6 weeks of application. An APF student should provide a copy of the course completion certificate or grade report through CFSC-MS to the Civilian Personnel Operations Center (CPOC) for input into the Defense Civilian Personnel Data System (DCPDS). A NAF student should provide a copy to CFSC-MS for filing.

Funding: No cost.

MWR Basic Management Course

Course Code: NA

Length/Location of Program: Self-paced web-based training, approximately 80 hours in duration available at www.mwraonline.com.

Purpose: This is the basic, entry level course targeted at all new managers. If you are newly appointed to a MWR managerial position, this course will familiarize you with the various areas of MWR responsibilities, and Army philosophy, policy and procedures. It includes instruction in personnel management, financial management, budgeting, procurement and acquisition, marketing, corporate sponsorship, management controls, safety and RIMP, retail sales and accountability, and Management Information Systems. Managers are strongly encouraged to apply online for this course as soon as possible following their appointment to a managerial position.

Application: Enrollment is accomplished at www.mwraonline.com.

Prerequisites: Should be a newly assigned manager who has financial and supervisory responsibilities for an MWR program. Recommended completion of this course within the first 6-months of appointment to a managerial appointment.

Other Requirements: Registration in the MWR Academy Learning Management System is required to enroll. Supervisory approval is required. Successful completion of the course requires a score of 75% or better on all module post assessments.

Selection and Notification: No selection process for this course.

Funding: No cost.

Supervisor Development Course (SDC)

Course Code: 12BSD

Army Correspondence Course Number: 131 F21 (ST5001, ST 5002)

Length of Program: 39 correspondence course hours

Location: Available as a correspondence course or Online from the Army Institute for Professional Development (AIPD) web site, <http://www.atsc.army.mil>

Purpose/Description: The Supervisor Development Course (SDC) is “must have” supervisory training for all newly appointed supervisors. New supervisors should complete both SDC and LEAD six months but not later than 12 months after appointment to supervisory positions. SDC provides new supervisors with the supervisory knowledge necessary to successfully manage work and lead people. The SDC is made up of two subcourses; both subcourses must be completed.

Subcourse - ST5001: Managing and Leading. Provides techniques for managing work and leading people through planning, organizing, coordinating, directing, and controlling. It also includes lessons on delegating authority, problem solving, communicating effectively, and ethics.

Subcourse - ST5002: Human Resources Management. Provides training to enable a supervisor to use personnel management and training procedures to ensure mission accomplishment and subordinates’ professional growth. It includes lessons on position classification, staffing, human resources development, performance management, awards, discipline, and labor relations.

Application Process: Applications must be completed by electronic enrollment from the AIPD web site at <http://www.atsc.army.mil> (see AODC guidance, page 6). The course is available in either paper or interactive online version.

Selection and Notification: There is no selection process. The student can begin the online course from the web site or will receive course material from AIPD within 4-6 weeks of application. An APF student must provide the course completion certificate or grade report through CFSC-MS to the CPOC for input into the Defense Civilian Personnel Data System (DCPDS). The NAF student must provide it to CFSC-MS for filing. NOTE: SDC is the prerequisite for the LEAD Course and must be completed PRIOR to applying for LEAD.

Funding: No cost.

Leadership Education and Development Course (LEAD)

Course Code: NA

Priority: The target audience is new supervisors. New supervisors should complete both the Supervisory Development Course (SDC) and this course within six months after appointment to supervisory positions.

Length of Program: 5 days

Location: Local commands are responsible for conducting the LEAD courses. Contact CFSC-MS for class dates and location. More course information can be found at the Civilian Leadership Training Division's web site at <http://www.cgsc.army.mil/cal/cltd>.

Eligibility Requirements: First-time supervisors. Note: The Supervisory Development Course (SDC) must be completed PRIOR to attending LEAD.

Purpose: To provide training and practical application in the Army leadership doctrine and competencies. LEAD teaches supervisors how to assess their own effectiveness; assess employee and team effectiveness; motivate and influence employees; communicate effectively; conduct counseling; resolve conflicts; develop strategies to create fully functioning teams; make effective decisions; and explain the effect of values on individual and team effectiveness. The Supervisor Development Course (SDC) is Phase I and a prerequisite for the LEAD course.

Application Process: Submit a DD 1556 and your certificate of completion for the Supervisor Development Course to the Civilian Personnel Advisory Center (CPAC) that is sponsoring the course. The DD Form 1556 is available on FormFlow.

Funding: No cost.

Manager Development Course (MDC)

Course Code: 12MDC

Army Correspondence Course Number: 131 F31 (ST 6000)

Priority: Manager Development Course should be completed by all newly appointed managers (regardless of grade) within six months of their appointment to a managerial position. For this course, "manager" means supervisor of supervisors or manager of programs, resources, and/or policy.

Length of Program: 20 correspondence course hours.

Location: Available as a correspondence course from the Army Institute for Professional Development (AIPD) web site at www.atsc.army.mil (see AODC guidance page 6).

Eligibility Requirements: Although new managers are the primary audience, other employees interested in developing their managerial skills may also enroll.

Purpose: To teach new managers basic skills for managing work and leading people. MDC includes lessons in: organizational culture; time management; objectives and plans; problem solving and decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army Family Team Building.

Application Process: Applications must be completed by electronic enrollment from the AIPD web site at www.atsc.army.mil (see AODC guidance page 6).

Selection and Notification: There is no selection process. The student will receive the course material from AIPD within 4-6 weeks of application. APF students must provide a copy of the course completion certificate or grade report through CFSC-MS to the CPOC for input into the Defense Civilian Personnel Data System (DCPDS). NAF students must provide copy to CFSC-MS for filing.

Funding: No Cost

Organizational Leadership for Executives Course (OLE)

Course Code: 12OLE

Priority: Preference is given to personnel appointed to a managerial position within the preceding 12-18 months.

Length of Program: 80 hours

Location: OLE is conducted by the Civilian Leadership Training Division (CLTD) in Kansas City, MO and regional sites. For more information, visit the CLTD web site at http://www.cgsc.army.mil/cal/cltd/CLTD_courses/ole.asp.

Other Requirements: Course completion is predicated on attendance at all training sessions, completion of all homework, and completion of an end-of-course evaluation. Bringing family members to the training site is not recommended due to extensive course work and the group weekend assignment.

Purpose: The goal of OLE is trained leaders with increased self-awareness who are able to visualize, communicate, and forge the organization's future. The course explains and demonstrates the leadership skills and competencies required to perform at the executive level. Emphasis is given to material that these leaders can use in leading their organizations to increasing levels of excellence. OLE is entirely experiential in nature to assist the leader in looking beyond daily activities to assessing and interpreting, in an ever-enlarging way, the external environment, the organization, the leadership process, the need for subordinate development at all levels, and the need for continuing self-development.

Description: OLE covers the following topics: organizations as systems, organizational climate, influential communications, team development, values, team building, leadership self-assessment, strategic planning, and leading change. The objective is to develop leaders with skills to conduct an organizational assessment, communicate influentially, establish an effective organizational climate, manage organizational change, develop an organization strategic plan, diagnose their own personal effectiveness, and build high-performing teams.

Application Process: Submit a DD Form 1556 to the CLTD. Include the full mailing address in item 37 in case a MIPR must be mailed. (NAF employees should contact CFSC-HRC regarding billing). The DD Form 1556 is available in FormFlow. Indicate first and second preferences for class dates. The mailing address is US Army Command and General Staff College, CAL, Civilian Leadership Training Division, ATTN: ATZL-SWC-CL, 250 Gibbon Avenue, Building 120, Room 373, Fort Leavenworth, Kansas, 66027-2314 or FAX (913) 758-3508 (DSN 585).

Selection and Notification: Attendance is scheduled through CLTD. CLTD will contact students approximately 30 days prior to the course start date provided they have the nominee's DD 1556. An information letter requesting the nominee's certification for attendance and subsequent information packets, pre-work packets, and fund cite/MIPR letters are provided to the prospective student by CLTD.

Funding: Travel and per diem are centrally funded for APF Army civilians. NAF employees are funded through CFSC-HRC. Rental cars, official phone calls, and/or FAX charges are not covered by central funds but may be funded by the participant's organization.

Graduate Accreditation: The Command & General Staff College has approval authority to grant graduate credit to students who successfully complete OLE. These credits may be applied to graduate degree programs at institutions willing to accept the OLE course experience in lieu of regular academic work.

Point of Contact (POC): POC telephone number is (913) 758-3506 (DSN 585). FAX is (913) 758-3508 (DSN 585). The CLTD web site is at <http://www.cgsc.army.mil/cal/cltd>.

Sustaining Base Leadership and Management Program (SBLM)

Course Code: Resident, 12AMS, Nonresident (NR), 12AMN (NR)

Length of Program: 12 weeks - Resident Program (2 week pre-course work required); 12 months - Nonresident Program (NR)

Location: Army Management Staff College (AMSC), Ft. Belvoir, VA. Website at <http://www.amsc.belvoir.army.mil>.

Application: Note: Applications are only accepted through the electronic application process (EAP).

Eligibility Requirements: Civilian nominees must: (1) be serving in or have potential for advancement to key leadership positions; and (2) be serving in grades GS-12 through GS-14 or serve in a regular full-time nonappropriated fund (NAF) position at the NF-4 or NF-5 level.

Resident Program: A GS-11 or GS-15 may apply by exception.

Purpose: First, to prepare a select group of Army civilian and military leaders for advancement to key leadership positions in the sustaining base. Second, to enhance the cohesiveness of the Army by promoting the bond between civilian and military leaders. Third, to be a sustaining base resource.

Course Description: The Sustaining Base Leadership and Management Program is the Army's only leadership, management, and decision-making education institution encompassing the breadth of the Army's sustaining base, and geopolitical interests through strategic systems to direct soldier support. The program's focus is multifunctional with horizontally integrated education. The AMSC defines the sustaining base as that aggregation of people, guidance, systems, money, materiel, and facilities that prepare the soldier for action, get the soldier to action, sustain the soldier during action, return that soldier home, and take care of the soldier's family throughout. It encompasses HQDA through installation and even unit. It encompasses the environment and context within which the Army must accomplish its mission: functional areas such as financial, personnel, logistics, acquisition, and installation management; decision-making tools and practices; and creative, critical, and strategic thinking applied to problem solving. It also touches the social, economic, and political events impacting the Army.

The academic program focuses on enduring principles and concepts over transient or procedural activities. The content stresses critical thinking and active learning, practical work among student and faculty-student teams, and intensive student self-preparation, at least 2 weeks of which occur before matriculating to the 12-week resident portion of the program. The AMSC employs a variety of teaching and learning techniques that include top-level guest speakers, seminar discussions, research projects, practical exercises, case studies, field trips, and student leadership opportunities. Through frequent written and oral evaluations of progress, students demonstrate knowledge of the mission, roles, functions, and organization of the Army and relate Army systems (money, people, things, places) to each other and the larger economic, social, and political environments within which Army leaders discharge their decisions. Students must demonstrate their abilities as leaders who can write clearly and concisely, communicate orally, lead people, make decisions, and solve problems. They must demonstrate vision, flexibility, selflessness, and a "can do" attitude, as well as the Army values. All students are expected to assume leadership roles within each class. AMSC's program in Sustaining Base Leadership and Management is pass-fail.

Application Process: All nominations must be submitted through the SBLM electronic application process (EAP). The EAP is a web-based application process and can be accessed directly through the AMSC web site. Major commands and career program functional chief

representatives continue to rank order nominations Online. Nominations for the resident classes are ranked separately from the nonresident classes. It is of critical importance that nominations move through the system quickly and that applicants, supervisors, major commands, and the functional community observe pre-established suspense dates.

Selection and Notification: Nominations are evaluated competitively by the DA Secretariat Board. Selections are based on the board's assessment of each candidate's potential to assume key leadership positions in the combat support/combat service support arena. OASA (M&RA) releases notification of selections electronically through command channels. Employees notified of primary or alternate selection status should notify the AMSC Registrar's office of location or phone number changes at (703) 805-4757/56 (DSN 655) or email to: registrar@amsc.belvoir.army.mil. Note: No otherwise qualified employee will be denied training because of a disability. If you have a disability and are notified of acceptance to SBLM, please contact the Registrar's office immediately at phone numbers above.

Funding: Travel and per diem are centrally funded by ACTEDS resources for APF personnel. NAF employees are centrally funded by CFSC-HRC.

Deferment Procedures: Selectees, or alternates elevated to selectees, who are unable to attend may request one deferment (up to a maximum of 12 months) from the class for which originally selected, e.g., from Class 02-1 to Class 03-1.

1. Identify the class for which originally selected and the class to which deferment is requested.
2. Explain briefly why the deferment is necessary (e.g., personal or family emergency, unforeseen mission change, etc.).
3. Include a statement, as applicable: there has been no change, nor is any anticipated that would affect the original application or supporting documentation; or updated documents are attached, or will be provided not later than 14 days prior to the scheduled board.
4. Go through the same chain of command as the original application; as a minimum through the supervisor and the local servicing personnel office.
5. Selectee must initiate in sufficient time for it to be routed through the chain of command and to reach OASA (M&RA) by the deadlines established for each class. A "thru/to memorandum" addressed to OASA (M&RA), ATTN: SFCP-COA, 200 Stovall Street, Alexandria, VA 22332-0300, is usually the best way to keep the deferment request on track. The selectee will also provide a courtesy copy of the deferment request to the Registrar, AMSC. Deferred employees who are confirmed for attendance will be included in the regular notification of selections announcement that OASA (M&RA) sends through command channels.

Nonresident Program (NR): Persons unable to attend the resident program due to long-term personal hardships or critical mission requirements may consider the Nonresident Program. Commanders or managers will only forward nonresident nominations of individuals with long-term personal or professional hardships that preclude their participation in the resident program. The AMSC offers the nonresident version of the Sustaining Base Leadership and Management Program only once a year. The program can accommodate up to 85 students. Student discussion is supported 24 hours a day, 7 days a week, throughout the world. Requirements are electronically submitted. Tremendous focus is placed on the seminar team. Each seminar meets weekly in virtual seminar meetings using synchronous conferencing software. Faculty attend these meetings, but much of the work is student-directed. Students have a class leadership similar to that of the resident program. Seminar teams have asynchronous discussions using caucus several times a week. Methodology differs somewhat from the resident program because of the virtual environment; however, students engage in case studies and practical applications, home station research projects, and collaborative discussions with constant feedback.

Tremendous focus and effort is placed on writing and presentation skills. The academic work is broken into terms mainly for administrative purposes. Each term builds on the other, but students continue to use what they have learned. Leadership and management concepts will be reinforced and practiced during the entire year. The program has two mail-aheads that students must prepare and two resident sessions—one week at the beginning of the program and one week at the end of the program.

Both resident sessions are requirements for graduation. This program is pass-fail just as is the resident version of the SBLM Program.

Withdrawal Procedures: With the supervisor's concurrence, the selectee will immediately notify the AMSC Registrar at (703) 805-4756, (DSN 655), or e-mail to: registrar@amsc.belvoir.army.mil. Selectee will follow up in writing to Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (OASA (M&RA)), ATTN: SFCP-COA , 200 Stovall Street, Room 4N07, Alexandria, VA 22332-0300.

Personnel Management for Executives I (PME I)

Course Code. 12PME

Length of Program: 9 days.

Location: Classes are conducted in Kansas City, Missouri. More information is available on the Army Management Staff College (AMSC) web site at <http://www.amsc.belvoir.army.mil>.

Eligibility Requirements: Nominees should be managers in the target audience of GS-13-14 or equivalent nonappropriated fund (NAF) personnel. Those who are not managers but are in the target audience will be considered if they have leadership responsibility and give guidance/direction to the work of others. Supervisors and their subordinates should not be nominated to attend the same PME session.

Purpose: To help participants discover better ways of dealing with management and leadership problems for which there are no ready solutions. Participants should possess maturity, creativity, resourcefulness, and a willingness to put forth the extra effort to improve leadership skills.

Description: The PME I curriculum includes: (1) case discussions which are a combination of academic and personal case studies used to increase the participants' insight into leadership and human relations issues; (2) speaker presentations which include leadership theories and practical application, and are designed to inform, inspire, challenge and generate discussion; (3) small group projects which are designed to provide participants with experience in analyzing managerial problems, arriving at consensus, and developing specific courses of action; and (4) readings and individual study.

Application Process: Applications may be completed online at the AMSC web site at <http://www.amsc.belvoir.army.mil>, click on Public Homepage, then Programs. Application packages can be sent by FAX to (703) 805-4675 (DSN 655) or mailed to Army Management Staff College, Personnel Management for Executives, ATTN: SFCP-CPC-AAR, 5500 21st Street, Suite 1206, Fort Belvoir, VA 22060-5934.

Selection and Notification: Selections are made by the PME program staff and the AMSC Registrar. Nominees are notified of selection approximately 45 days prior to the start date of the program.

Funding: Travel and per diem are centrally funded for APF employees. NAF employees are funded through CFSC-HRC. Rental cars, official phone calls, and/or FAX charges are not covered by central funds but may be funded by the participant's organization.

Personnel Management for Executives II (PME II)

Course Code: 12PM2

Length of Program: 5 days.

Location: Classes are conducted in Kansas City, Missouri. More information is available on the Army Management Staff College (AMSC) web site at <http://www.amsc.belvoir.army.mil>.

Eligibility Requirements: Nominees must have attended PME I at least two years prior to the start of PME II. Ideally, nominees should be managers in the target audience of GS-13-14, or equivalent nonappropriated fund (NAF) personnel. Those who are not managers but are in the target audience will be considered if they have leadership responsibility and give guidance/direction to the work of others. Supervisors and their subordinates should not be nominated to attend the same PME session.

Purpose: Explores the evolving dimensions of leadership and human resource management as primary concerns of federal leaders. PME II challenges the participants to examine their leadership style, their use of power and authority, and to recognize their influence and impact on individuals and their organizations.

Description: The PME II curriculum includes: guest speaker presentations which provide leadership theories, research findings, and trends, and are designed to inform, inspire, and challenge; small group activity which allows participants to explore the evolving dimensions and current issues in leadership, and apply strategic and action planning principles and techniques; readings and individual study.

Application Process: Applications may be completed online at the AMSC web site, <http://www.amsc.belvoir.army.mil> (click on Homepage, then Programs). Application packages can be sent by FAX to (703) 805-4675 (DSN 655) or mailed to Army Management Staff College, Personnel Management for Executives, ATTN: SFCP-CPC-AAR, 5500 21st Street, Suite 1206, Fort Belvoir, VA 22060-5934.

Selection and Notification: Selections are made by the PME program staff and the AMSC Registrar. Nominees are notified of selection approximately 45 days prior to the start date of the program.

Funding: Travel and per diem are centrally funded for APF employees. NAF employees are funded through CFSC-HRC.

APPENDIX D

USEFUL WEB SITES

<http://mwraonline.com>. This is the MWR Academy's web page. You can access the MWR Academy's course catalog and request enrollment for courses. Over 50 courses and training programs are provided both at the Academy and via web-based training. Many of the courses are recommended for award of college credit; most courses qualify for Continuing Education Units (CEUs).

<http://cpol.army.mil> (click on References & Tools: Training & Leadership Development). Civilian Personnel Online. This is the Army's primary web site for civilian personnel information. For a myriad of training information, both within and outside Army. Provides direct connections to:

ACTEDS Career Plans. This section provides career plans for the Army's 22 Appropriated Fund (APF) Career Programs, and the Army's four Career Fields (including Career Field 51, MWR).

ACTEDS Training Catalog, FY2005 (updated each fiscal year). See paragraph 4d of this guide for a description of the ACTEDS Training Catalog.

Career Program Strategic Plans. This section of CPOL focuses on future directions for the Army's APF civilian personnel program. Here, you will be able to read and comment on the following documents (subject to update):

- FY04-11 CHR Strategic Plan
- FY03 Armywide Attitude Survey Results
- FY01 Armywide Attitude Survey Results
- FY00 Armywide Attitude Survey Results
- FY99 Armywide Attitude Survey Results
- FY98 Armywide Attitude Survey Results
- FY03 CHR Annual Evaluation
- FY02 CHR Annual Evaluation
- FY01 CHR Annual Evaluation
- FY00 CHR Annual Evaluation
- FY99 CHR Annual Evaluation
- FY98 CHR Annual Evaluation
- FY03 HQDA CHR Operational Plan

Announcements & Memos. There are links to HQDA Centralized Civilian Selection Board results at this web site for SBLM Classes, Industrial College of the Armed Forces Program, Army Congressional Fellowship Program, Army War College Program, and the National College Program.

Trail Guide for Army's Future Leaders. (See paragraph 4a of this guide).
The CPOL web site provides links to a number of training-related activities, including:

- Army Acquisition Corps
- Army Doctrine & Training Digital Library (ADTDL)
- Army Logistics Management College
- Army Management Staff College
- Army Reserve Readiness Training Center (ARRTC)
- Army Training Support Center
- Army War College
- Civilian Education and Professional Development

Civilian Common Core Tasks
Courseware
Defense Acquisition University
Defense Automated Visual Information System
Federal Executive Institute
Government Training Institute
National Defense University
Training Management Division, CPOCMA
USDA Graduate School

<http://www.leadership.opm.gov/>. This is an Office of Personnel Management (OPM) web site for the Federal Executive Institute (FEI) and OPM Management Development Centers (MDC). The FEI and the MDC are dedicated to developing career leaders for the federal government. OPM's three centers, in Charlottesville, VA, Shepherdstown, WV, and Denver CO, all offer exceptional residential learning environments and are staffed with program directors, seminar leaders, and facilitators drawn from America's elite corps of training professionals.

<http://www.opm.gov/hrd/>. OPM Human Resource Development-strives to improve performance of the Federal Workforce through learning, education, and development.

<http://grad.usda.gov/>. The Graduate School, US Department of Agriculture (USDA) is a continuing education institution offering career-related courses to all adults regardless of education or place of employment. USDA annually provides more than 1,500 different courses for career development and personal enrichment. Classes are designed to help individuals realize their career potential, improve their job performance and enrich their lives.

<http://www.cpms.osd.mil/dlamp/education/index.html>. Civilian Education and Professional Development. The mission of this branch is to serve as the focal point for the academic quality and cost-effectiveness of all DoD civilian educational and professional development activities. This web site also contains numerous links to other educational sources.

<http://www.fedworld.gov>. In 1992, FedWorld was established by The National Technical Information Service (NTIS), an agency of the U.S Department of Commerce, to serve as the Online locator service for a comprehensive inventory of information disseminated by the Federal Government. Today, the FedWorld Information Network consists of an integrated network offering the public broad access to information.

[http:// www.firstgov.gov](http://www.firstgov.gov). FirstGov allows users to browse a wealth of information - everything from researching at the Library of Congress to tracking a NASA mission. It also enables users to conduct important business Online such as applying for student loans, tracking Social Security benefits, comparing Medicare options, and even administering government grants and contracts.

The Federal Employee tab of FirstGov lists various programs, directories, and gateways. Reading, writing, math, communication, and problem solving are basic skills needed for success in today's job market. In addition, about 60 percent of the new jobs in America now require computer know-how, and computer skills are often required for existing jobs. To help you improve your skills or find the right program for you, search the links to training providers, technical schools, community colleges, four-year colleges, or universities that are listed in this web site.